

**MISSOURI ARTS COUNCIL
STRATEGIC PLAN FY2008 - 2011
(October 2, 2006)
FINAL**

STRATEGIC PLAN FY2008 - 2011

EXECUTIVE SUMMARY

The Missouri Arts Council (MAC) was created by the Missouri General Assembly in 1965 to promote and develop arts and cultural activities in the state. The agency is a division of the Department of Economic Development (DED) and consists of a 15-member Council, 5 elected officials (who along with the Council Members make up the MAC Trust Board and 12 program and administrative staff. MAC also works in collaboration with 2 persons from the University of Missouri – Columbia's Museum of Art and Archeology on the Folk Arts Program. Since FY2001 MAC has experienced some very difficult times due to a weak economy; major funding reductions; and Department-level, Council, and staff personnel changes. From FY2001 to FY2006, MAC's annual total revenues declined from \$11.96 million to \$1.86 million. To survive, MAC significantly reduced our program, personnel and administrative expenses, which were paid from the MAC Trust Fund's corpus.

For this Strategic Plan, MAC sought Missouri citizen's input through 7 town hall meetings, 3 focus group meetings, and 3 on-line surveys. Over 400 Missouri citizens responded. Seven common issues were identified: (1) reduced funding and a complex application process; (2) the arts' economic impact; (3) the power of the arts to improve the quality of life; (4) MAC's leadership to our constituents; (5) MAC's connection with the arts community to maximize resources, expand awareness, and increase citizens' access; (6) our ability to deliver useful services to our constituents; and (7) the need to provide more attention to more rural and underserved areas of the state.

MAC has identified 4 primary goals, which will create public value by making positive differences in the lives of Missouri's citizens through the arts: (1) Increase Arts Participation; (2) Support Quality Arts; (3) Strengthen Arts Education; and (4) Grow Missouri's Economy. For each goal, objectives, strategies, and performance measures are provided.

This new Strategic Plan was approved by the Council at the June 2006 Meeting. This Approved Strategic Plan for FYs 2008 – 2011 is part of MAC's on-year application to the National Endowment of the Arts, which is due October 2006. This new plan will serve as a basis for MAC's future vision, programs and operations. MAC will develop an Action Plan, which will identify the detailed tasks, timelines and personnel responsible to ensure that our four goals are achieved as we move forward into the future.

During November, MAC will move to a new location - 815 Olive Street, Suite 16, St Louis MO 63101. The Missouri Arts Council would like to thank all of the citizens of Missouri who provided input towards the successful development of this Strategic Plan.

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CHAPTER 1 - INTRODUCTION

A. History of Missouri Arts Council

The Missouri Arts Council (MAC) is the second oldest legislatively-funded state arts agency in the nation. MAC was created by the Missouri General Assembly in 1965 to promote and develop arts and cultural activities in the state. The agency is a division of the Department of Economic Development (DED) and consists of a Council, administrative, and program staff. The Council is composed of 15 volunteer citizens from throughout the state. Council members are appointed by the Director of the Department of Economic Development to provide statewide leadership in the arts. The Council Chair and Vice-Chair are appointed by the Governor. MAC currently has 16 program and administrative positions including 4 vacancies. MAC also works in collaboration with 2 persons from the University of Missouri – Columbia's Museum of Art and Archeology on the Folk Arts Program.

MAC's Administrative Offices are located in the Wainwright Building in downtown St. Louis. (During November 2006, MAC will move to the historic Old Post Office Building, 815 Olive Street, St Louis MO 63101 – about 3 blocks away from our current location.)

Funded by the Missouri General Assembly and the National Endowment for the Arts (NEA), MAC provides matching-fund grants to 445 Missouri non-profit organizations in 107 communities throughout the state. MAC is committed to enriching and supporting individual artists with programs that help spur career development and growth.

In 1993 the Missouri Arts Council Trust Fund (also known as the Cultural Trust) was created by the Missouri General Assembly. This Trust is governed by the Missouri Arts Council Trust Board, which is comprised of MAC's 15 Council members and five elected officials: two members of the Missouri House of Representatives, two members of the Missouri Senate, and the State Treasurer. The Missouri Arts Council Trust Fund is funded from a portion of the revenue generated by Missouri's Non-Resident Professional Athletes and Entertainer's Tax (A&E Tax) in accordance with RSMo 143.183. The Trust's funds are dedicated to supporting the arts in Missouri.

B. Mission

The Missouri Arts Council—as public leader, partner, and catalyst—is dedicated to broadening the appreciation and availability of the arts in the State and to fostering the diversity, vitality and excellence of Missouri's communities, economy and cultural heritage. (Adopted October, 1998)

C. Guiding Principles and Values

The Missouri Arts Council is guided by the following principles and values:

- We believe that the arts play a vital role in the life and well being of the community.
- We believe that the arts are an important tool for educational, economic and community development and revitalization with significant impact on Missouri.
- We recognize, value, and encourage artistic activities in Missouri's rural, urban and suburban communities.
- We celebrate all of Missouri's diverse cultures and ethnic peoples.
- We value innovation and creative expression in the arts.
- We are committed to creating alliances and partnerships inside and outside the arts that strengthen the health of the arts.
- We are committed to the effective use of resources and to maintaining integrity and accountability in our distribution of public resources.
- We acknowledge the individual artist as being core to the continued growth of the arts, arts organizations and Missouri communities.
- We believe that cultural diversity; folk and traditional arts and education are essential to and need to be woven within all Council programs and initiatives.

D. Vision

The Missouri Arts Council will have an informed and supportive legislature and broad citizen understanding and participation in the arts. MAC will promote awareness and appreciation of diverse cultures. MAC will support a growing, healthy and active community of arts organizations and artists and advance a broad, inclusive definition of the arts.

MAC will be well-recognized and well-funded and have processes and programs that are open, innovative and responsive to the needs of all the state's regions, arts organizations and artists. MAC will be led by a working group of passionate and dedicated arts advocates and professionals. MAC will be the primary link inside and outside of the arts around the state, as well as regionally, nationally and internationally.

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CHAPTER 2 - CURRENT STATUS (From FY 2001 – FY 2006)

A. Key Environmental Factors

1. The Economy

The economic downturn that began in Fiscal Year (FY) 2001 has been the primary environmental factor facing the Missouri Arts Council. The decline in personal income and corporate taxes resulted in general revenue reductions for the State of Missouri. Increases in unemployment also reduced the amount of state income tax withheld from wages. Since Missouri income taxes are tied to federal income tax calculations, federal tax relief legislation further decreased state tax collections.

The General Revenue Fund is the only flexible funding source available in the State's budget for legislative appropriation. Since Missouri must balance its budget each year, Legislators had to reduce expenses in many areas to compensate for decreased revenues and increased expenses in health care, homeland security and corrections.

The depressed economic situation also presented challenges to Missouri arts organizations in generating earned income and donor contributions. Diminished funding resulted in a decreased number of grant applications funded leaving many small organizations with reduced capacity to provide arts programming in their communities.

During 2004, Missouri's economic indicators began to increase leading to an overall general revenue increase. However, these increases were offset by major increases in health care costs, especially Medicaid.

2. Political, Council, and Management Changes

The November 2004 election brought in a new administration and many personnel changes within State Government. The Department of Economic Development had major personnel changes including a new Director, Deputy Director, Director of Administrative Services, Budget and Planning Manager, among others.

Due to term limit legislation, over half of Missouri's legislators are new. Many of these new legislators were unfamiliar with MAC and the benefits of the arts in their districts. So essentially, MAC and other State agencies are operating in a 'new' political environment.

Since January 2005, 75% of MAC's Council members were replaced. A new Council Chair was appointed by the Governor and began serving in June 2005. He resigned in February 2006 and a new Council Chair replaced him. For the first time in MAC's 40-year history, the February 2005 Council meeting was cancelled because we did not have enough appointed Council members to hold the meeting.

MAC's management has also experienced significant changes. Our Executive Director resigned in May 2004. An interim Executive Director was named and she resigned in December 2004. The Assistant Director for Programs was designated to be the Interim Executive Director in December 2004 and was promoted to Executive Director effective January 1, 2006. She is currently serving in the Executive Director's position and continues performing the Assistant Director for Programs' responsibilities.

The Assistant Director for Programs and the Assistant Director for Organizational Development positions were inactivated in March 2006. The Assistant Director for Organizational Development position was eliminated as of June 30, 2006. The Assistant Director for Administration position continues. So essentially, two senior staff persons are currently performing the responsibilities that four senior staff performed as of August 2004.

3. Funding

MAC receives funding from four primary sources: General Revenue (GR); the Missouri Non-Resident Professional Athlete and Entertainers' Tax (A&E Tax), which funds the Missouri Arts Council Trust Fund (CTF); interest earned on the CTF; and federal funds. **From FY 2001 (our last 'fully funded year) through FY 2006, MAC's total revenues declined by 84%.** This decline was caused by major GR withholdings and significantly reduced or no funds transferred into the MAC Trust Fund. In FY 2004, funding for MAC hit rock bottom with **\$0.00** received from GR and **\$0.00** transferred into the MAC Trust Fund. For FY 2004, the Missouri General Assembly increased the CTF's spending authority to enable us to survive by spending the Trust's corpus. However, from FY 2001 through FY 2006, the CTF's corpus declined by 77% leaving limited funding available for future programs and operations without new funding. Only federal funds did not decline during this period. For FY 2005, MAC received only \$449,181 in GR and no funds were transferred into the MAC Trust Fund. For FY 2006, MAC received \$485,000 from GR and \$582,000 was transferred into the MAC Trust Fund.

4. Funding Decline Impact on MAC

The 84% decline in MAC's total revenues resulted in the following:

- Reduced overall expenses by 39% despite a 185% increase in total state allocations
- Reduced total program expenses 49%
- Reduced the average grant award from \$8,831 to \$6,090
- Reduced total staff and contractor personnel 48%
- Declined in ranking from 17th to 49th among the State Arts Agencies in funding per capita

5. Funding Decline Impact on Missouri Art's Community

Missouri's arts community also experienced funding decreases which impacted the following:

- Number of events held declined by 27%
- Grantees operating income and expenses declined by 26% and 21% respectively
- Number of MAC-funded Legislative districts decreased by 10%. (Currently, 47 of the 163 House Districts do not receive MAC funding.)
- Number of communities served decreased by 22%
- Number of applications and grants approved declined by 23% and 22% respectively
- Number of arts organizations total jobs and artists hired declined by 5% and 21% respectively

Although the number of events held decreased by 27%, the overall attendance levels at MAC-funded events declined only 3.6%. The arts community used volunteer support to enable the arts events to be held. The number of volunteers and volunteer hours were significantly increased by 29% and 35% respectively. Essentially, MAC-funded arts organizations relied heavily on the volunteer support of Missouri citizens in order to provide the up to 10000 arts activities and events.

B. Today

Despite major funding and staff reductions, MAC continues to provide programs and services to 445 non-profits in the State. MAC transitioned to electronic communications as the most cost-effective and efficient method to reach our constituents. Design, printing and mailing costs have been significantly reduced. Our monthly publication (MACNotes), announcements and customer surveys are distributed electronically.

MAC also provides timely information services to government agencies, the general public and our constituents. Since FY2002, information requests have steadily increased at an average annual rate of 30% and MAC has responded with a 99.3% on-time rate.

Additionally, MAC continues to provide customer service support to grantees and vendors. If the required support documents are provided with our grantees' invoices, MAC will process their invoice within the same business or the next business day.

For FY 2007, Governor Matt Blunt signed House Bill 7, which will provide MAC with \$2.7 million in new funding for the Missouri Arts Council Trust Fund (CTF). Combined with the current core of \$500,000 from General Revenue and \$600,000 in CTF funding, total state arts funding will be \$3.8 million (less the Governor's Reserve of 3%). This is very positive for MAC's programs and operations. MAC will continue to reduce costs and minimize increases in program spending to better maintain the CTF's corpus.

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CHAPTER 3 - STRATEGIC PLANNING PROCESS

A. Planning Process and Methodology

The Missouri Art Council's existing Strategic Plan was approved by MAC's Council in October 2003 and covers Fiscal Years 2004 through 2007. During August 2005, MAC's staff began planning for the development on our new Strategic Plan. Our basic methodology included reviewing and evaluating the existing plan, gathering new information from a variety of sources, and developing the new plan for approval at the June Council meeting.

B. Existing Strategic Plan Review

A review of the FY 2004-2007 Strategic Plan noted the following:

- Basic funding assumptions used were unrealistic
- The goals were difficult to remember and did not have performance measures associated with them
- Limited information was provided on the economic impact of the arts
- None of the objectives supports DED's efforts for business attraction and economic development

It was felt that in the era of reduced public arts funding, MAC needs to be more focused on current and future operations, especially in terms of achievable goals, performance measures, statistics, operating efficiency and creating public value.

C. Information Gathering

Our basic strategy was to seek Missouri citizens' input through a combination of town hall meetings, focus group sessions, and on-line surveys. Over 400 Missouri citizens provided input during this information gathering process, which is incorporated into this new plan.

From November 2005 to January 2006, seven Town Hall meetings were held in the following cities: Kansas City, Kirksville, St Louis, Springfield, Joplin, Columbia, and St Joseph. All town hall meetings were hosted by local community arts organizations. The meetings were publicized jointly by MAC and the local organizations through press releases, electronic publications, direct mailings, MAC's web site, and the local media.

Participants were asked open-ended questions, which were designed to elicit information about MAC strengths, weaknesses, opportunities, impact of the arts on the local economy, and what an Ideal State Arts Agency should be. Summarized Town Hall meeting responses are provided in the next Chapter.

Three Focus Group meetings, which covered community and minority arts, were held during the spring 2006. The first meeting was held in conjunction with the Missouri Association of Community Arts Agencies (MACAA) during their March 2006 retreat. MAC also conducted two Minority Arts Focus Group meetings – one for St Louis and one for Kansas City. Questions covered MAC's strengths and weaknesses, and what an Ideal State Arts Agency should be. Summarized Focus Group responses are provided in the next Chapter.

MAC also emailed a general on-line survey to about 1200 people in Missouri's arts community. Two additional on-line surveys were sent – one to professional educators and one to individual artists. MAC received a 12% response rate to these three surveys, which are summarized in the next Chapter.

D. Plan Development and Approval

The new Strategic Plan was developed during April and May 2006 with additional input from MAC's Staff and the Council's Executive Committee. It was presented to the Council for approval at the June 2006 Council Meeting. The Approved Strategic Plan for FYs 2008 – 2011 will be available on MAC's website and will be part of MAC's on-year application to the National Endowment of the Arts, which is due October 6, 2006.

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CHAPTER 4 - STRATEGIC PLANNING RESULTS

A. Analysis of Participant Responses

The town hall meetings attracted a diverse group of participants in each community: State Senators, State Representatives, mayors, city council members, grant recipients, individual artists, academics, and the general public. While each meeting addressed different questions, seven common issues quickly emerged. Sometimes the same issue was discussed as a strength, weakness, or opportunity in the same forum. While not listed in any particular order, they were identified as key arts community issues in every forum.

1. Funding

This is far and away the most compelling issue to nonprofit arts organizations and individual artists. One component of the funding issue is a concern about the complexity of the grant application process. This was two-fold: the application form and the overall application process. Several comments centered on the amount of work necessary for the limited amount of funding available.

2. Economic Impact

The ability of the arts to strengthen economies, whether local or statewide, was recognized. Several meeting participants provided anecdotes that demonstrated the impact of the arts on their local community.

3. Quality of Life

This issue seems innate to most of the participants: the power of the arts to improve the quality of life. Many participants were at their most eloquent when expressing their perception of this somewhat intangible quality. For many, this quality of life issue alone is a compelling reason to support the arts. Less clear is the connection of quality of life to the ability to attract businesses and residents to improve the economy.

4. Leadership

The importance of strong leadership was acknowledged by the participants, but the consensus ended there. For some, leadership in the arts is one of MAC's strengths, for others, a weakness. What was clear is that many in the arts community look to MAC for our leadership, direction, vision, and strength.

5. Connections

Frequently, MAC's unique position as a statewide organization was called upon to connect arts organizations in some way. The ability to connect the arts across the state was desired to maximize resources, expand awareness of arts organizations, increase access by citizens, and support collaboration among organizations. Another aspect of MAC's position is our ability to partner with state and regional agencies, and other organizations.

6. Resources and Services

The desire for MAC to deliver useful services was noted many times. This need was evidenced in requests for technical assistance, programs, advocacy, marketing, conferences, and directories. The desire for a variety of programs and services was evident, as was the view that MAC is not just a funding organization.

7. Attention

Out-state and cross-state (Kansas City) participants felt outside of MAC's sphere of awareness. Kansas City participants felt neglected due to the reduced presence that MAC used to have in the area. The rural communities feel an absence of resources compared to the economic vitality of the urban areas. All areas would appreciate more attention, time, and resources from MAC and are grateful when they receive it.

The following two themes, while less frequently identified, were raised in multiple meetings.

8. Freedom of Expression

It is clear that freedom of expression and "no censorship" are very important issues to many arts organizations and artists. No specific examples of censorship were addressed at the meetings.

9. Support for Individual Artists

Providing support to individual artists, whether financial or technical, would strengthen the state of the arts according to many participants. In their mind, a vital arts organization depends on the ability of artists to produce and perform.

B. General Public

In order to reach individuals, who were unable to attend the town hall meetings, we emailed over 1200 surveys. We received a response to at least one of our survey the following questions from roughly 12% of the individuals emailed:

1. What are the strengths of the Missouri Arts Council?
2. What are the weaknesses of the Missouri Arts Council?
3. What would an ideal state arts agency offer?

1. MAC's Strengths

As identified in both the meetings and on-line surveys, MAC's strengths are as follows:

- Major stream of funding to support statewide arts programs
- MAC grants give credibility to arts organizations
- Professional, knowledgeable and dedicated staff
- Promoter and advocate for the arts
- Ability to address issues in the arts industry statewide
- Strong communications, information sharing, and networking opportunities
- Inclusiveness and support of all art forms
- MAC's history and commitment to the arts

2. MAC's Weaknesses

As identified in both the meetings and on-line surveys, MAC's weaknesses are as follows:

- Diminished or insufficient public funding
- Funds distribution is not equitable geographically
- Lack of staff
- Complex and cumbersome application process
- MAC's location in St Louis is not geographically central
- Low visibility and lack of public recognition
- Lack of diversity of council and key management
- Lack of communication and interaction between decision-makers and the nonprofit organizations providing arts programs and services

3. What an Ideal State Arts Agency Should Be

The description of what “an ideal arts agency would offer” generally fell into one of four categories:

- Ideas that would support the arts
 - More funding
 - Direct funding of artists
 - Simple application process
- Ideas that would promote the arts (including more marketing)
 - Strong arts leadership
 - Good and consistent communications
- Ideas that would increase arts capacity
 - Provide professional development
 - Provide technical assistance and other resources
- Ideas that would facilitate connections
 - Strong relationships at all levels
 - Conferences and other networking opportunities

C. Focus Group Analysis

Additional meetings were held covering more focused responses on issues of particular interest mainly in community arts and minority arts. While these areas also reflected the themes expressed above, they offered additional insight into the specific needs and concerns.

1. Community Arts

This focus group was held in conjunction with the Missouri Association of Community Arts Agencies professional development conference. Participants were asked to identify MAC’s strengths and weaknesses as well as what they thought an ideal state arts agency should offer.

They were pleased that MAC has an Executive Director with community arts experience. However they identified a need for more funding and staff. They also raised the issue of council location, expressing a desire for a more centrally located office. They perceived the grant process to be cumbersome and wanted it streamlined. They suggested that community arts groups should be able to get funding for administrative and operations costs and not just for programs.

2. Minority Arts

Minority Arts Focus Group meetings were held in St. Louis and Kansas City. While the African-American groups predominated, Hispanic and Asian groups were also represented. In many ways the concerns of minority organizations mirrored that of small and community arts groups. They argued that the stability of the arts depends on the strength of arts organizations and that stability would be enhanced with operating support for arts organizations at all levels. Diversity of staff and Council members and funding were important issues. In particular, many wanted reinstatement of a previous council program - the African-American Cultural Initiative. Kansas City groups felt that their area did not get adequate attention and felt they would benefit with more staff presence in their city.

3. Arts Educators

We solicited feedback from arts educators by posting an online survey. We publicized the survey by requesting responses from individuals on an arts educator listserv. Only ten individuals completed the survey for arts educators including teachers of visual art and music. In general, they appreciate our support of the Missouri Alliance for Arts Education and MAC's collaborations with the Department of Elementary and Secondary Education (DESE). The primary weakness was the lack of funding. What teachers seek are additional resources that would help them connect students with practicing artists, funding for field trips to arts institutions, professional development, and a simpler grant application process.

4. Individual Artists

We solicited feedback from artists by posting an online survey. We publicized the survey by requesting responses on a listserv that reaches one of several arts organizations that serve artists, writers, or people involved in the community theater. Thirty artists responded to our call for ideas and feedback. They offered suggestions for direct funding of artists, opportunities to display their products, technical assistance and professional development, and timely communications.

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CHAPTER 5 - THE FUTURE

A. Introduction – Creating public value through the arts

During 2005, Arts Midwest and The Wallace Foundation published the book: “Creating Public Value Through State Arts Agencies”. This book establishes the framework for the public role and value of State Arts Agencies. It identifies a Strategic Triangle, which includes three primary components - political authorizing environment, public value, and operating capacity with the State Arts Agency acting as the facilitator for these components.

The political authorizing environment covers the legitimacy and support for MAC and its constituents. MAC’s legitimacy is based on its mission, role, vision and responsibilities as mandated by legislation and our by-laws and supported by the following groups:

- Governor’s Office
- Legislature
- Arts community
- Media
- Interest groups – MCA, MACAA
- National Endowment for the Arts
- National Assembly of State Arts Agencies
- General public – event attendees, voters, and taxpayers

The second component is public value. Public value is achieved by reaching as many citizens as possible (attendees) in as many places as possible (communities) and to affect them as positively and profoundly as possible (quality of life). The public value level can be both quantitative (as measured by performance measures) and qualitative (as shown by the impact the grants and services have on Missouri’s citizens). Upstream from MAC is the political authorizing environment identified above. Downstream represents the constituents (clients) who receive MAC’s services, benefit from our programs, and develop the creative products for the public’s consumption.

The third component is our operational capacity. This component includes our funding sources, personnel resources, office operations and services, and our connections to the arts community.

The nonprofit arts community, which produces the creative products for the general public’s consumption, actually supports all three components within the strategic triangle.

The Missouri Arts Council's future is dependent on our overall strategic operating environment (Strategic Triangle) and our ability to successfully operate within this environment. MAC creates value by fulfilling its politically mandated mission – to make a positive difference in the individual and collective lives of Missouri's citizens through the arts. The following assumptions, goals, objectives and strategies are defined in the context of our active role within the Strategic Triangle.

B. Assumptions

- The nonprofit arts community will have an impact on the state's economic, creative and educational growth.
- The demand for creative products (festivals, visual arts, film, theatre, dance, literature, music, etc.) will continue to grow.
- Missouri's economic recovery will continue to grow at a modest rate.
- Highly qualified staff will be available to support priority programs.
- MAC will continue to get budgetary support from the Governor's Office, the General Assembly, and the Department of Economic Development.
- MAC's primary funding source will be from the Non-Resident Professional Athletes and Entertainers Tax (via general revenue) to the Missouri Arts Council Trust Fund rather than specifically from general tax revenue collections.
- MAC's programs and operations will be funded primarily from the Missouri Arts Council Trust Fund.
- Funding into the Missouri Arts Council Trust Fund will rise at a moderate annual rate (about \$1 million in new funding annually) until the maximum-allowed by law is achieved.
- MAC will continue to receive funding from the federal government through the National Endowment for the Arts (NEA) at a level equal to or above current funding.
- MAC will continue to be the 'pass-through' agency for the distribution of State funds to the Missouri Humanities Council and the Missouri Public Broadcasting Corporation's 4 public television and 12 public radio stations.

C. Goals

The Missouri Arts Council has identified four goals, which will create public value by making a positive difference in the individual and collective lives of Missouri's citizens through the arts:

- **Goal 1 – Increase Arts Participation**
- **Goal 2 – Support Quality Arts**
- **Goal 3 – Strengthen Arts Education**
- **Goal 4 – Grow Missouri's Economy**

Each of these goals is described in the following sections as to its importance, objectives to be achieved, and the strategies to ensure MAC's success. Performance measures are also provided to show how MAC and the arts community will work together to reach our stated goals within the context of creating public value.

D. Goal 1 – Increase Arts Participation

For FY2006, the 10,000 annual MAC-funded activities and events were attended by 8.2 million people - a 2.7% attendance decline since FY 2003. Almost 40% of Missouri's Legislative Districts either receive no funding and services (unserved) or receive less than \$1000 per year (underserved). Most of these Legislative Districts are located in Greater Missouri (i.e. other than St Louis and Kansas City). Missouri's urban areas, which have 57% of the population receives 69% of the funding. Greater Missouri with 43% of the population receives only 31% of the funding. The Missouri Arts Council plans to focus more on these Greater Missouri areas with increased funding while at the same time providing reasonable funding levels and services to St Louis and Kansas City. MAC plans to actively partner with the Legislature, the arts and arts education communities, and businesses to affectively bring the arts to all areas of the state.

Objective A – Increase arts awareness in Missouri

- Strategy – Develop a consistent and concise message on the value of the arts in Missouri
- Strategy – Develop a statewide marketing campaign to promote the Missouri Arts Council and its programs
- Strategy – Assist Regional Arts Councils in developing marketing strategies for their regions
- Strategy – Promote arts, artists, advocacy, and creative community recognition (a new category) through the Missouri Arts Awards

Objective B – Partner with business, community, and arts organizations to support grassroots advocacy efforts

- Strategy – Partner with the Missouri Association of Community Arts Agencies (MACAA) to provide services to Greater Missouri underserved areas
- Strategy – Strengthen partnership with Missouri Citizens for the Arts – an advocacy organization
- Strategy – Support development of the business community's advocacy for the arts
- Strategy – Engage the active support of the National Assembly of State Arts Agencies, Americans for the Arts and Mid-America Arts Alliance

Objective C – Implement the Arts Builds Communities (ABC) Initiative, which will focus primarily on unserved and underserved Legislative Districts by bringing existing program services to these areas

- Strategy – Partner with Missouri Legislators, Chambers of Commerce, MACAA, and arts advocates to reach unserved and underserved areas
- Strategy – Develop a comprehensive cafeteria of services and resources that MAC can bring to a community including
 - the ability to inventory cultural assets
 - facilitate a community initiative
 - identify potential local advocates
 - help develop an arts council
 - develop a community cultural plan
- Strategy -- Increase the number of Greater Missouri's Legislative Districts served by a minimum of 5 annually
- Strategy – Ensure that distributions will bring funding per capita parity to Greater Missouri
- Strategy – Provide Missouri legislators and elected officials with accurate, relevant information on progress in their areas
- Strategy – Encourage an active Legislative Caucus for the Arts

Objective D – Increase volunteer participation with arts organizations and events

- Strategy – Assist organizations statewide in developing strategies for recruitment and retention of volunteers

Objective E – Support Missouri’s cultural heritage and diversity by providing programs directly serving minorities and people with disabilities

- Strategy – Continue to support the Folk Arts Program through a collaboration with University of Missouri – Columbia’s Museum of Art and Archeology
- Strategy – Provide technical assistance and services to minority organizations, who provide arts programming to their communities
- Strategy – Educate organizations regarding the requirements of the Americans with Disabilities Act (ADA)
- Strategy – Require ADA compliance in the Community Involvement section of grant applications

Increase Arts Participation Performance measures

- Unserved and underserved Legislative Districts (ABC Initiative)
- Funding parity for Greater Missouri (ABC Initiative)
- Number of grantees statewide
- Number of people benefiting (attendance)
- Number of communities served
- Number of volunteers and volunteer hours

E. Goal 2 – Support Quality Arts

MAC is dedicated to supporting, promoting and growing the nonprofit arts community in Missouri. The arts are an important tool for educational, community development and revitalization with significant economic impact on the state. To ensure that the arts will thrive in the future, MAC will serve as a public leader, partner, advocate, and catalyst. Most of our focus in supporting quality arts will be with capacity building and supporting artists.

Objective – Increase arts organizations’ capacity building

- Strategy – Strengthen business and operational management through technical assistance services and grants for personnel, computer hardware and supporting software, and technical equipment.
- Strategy – Partner with Volunteer Lawyers and Accountants for the Arts to provide legal and accounting services to nonprofit arts organizations
- Strategy – Provide short-term programs that help leverage facility construction and renovation projects for small to mid-sized nonprofit arts organizations
- Strategy – Support arts organizations and events through increased volunteer participation and retention
- Strategy – Provide a simple, fair and equitable grant application process
- Strategy – Communicate with arts community regularly to share resources, discuss issues, get feedback, and inform about programs and funding opportunities

Objective – Support Missouri’s artists

- Strategy – Provide technical assistance and business management skills to producing artists
- Strategy – Develop programs that will help increase opportunities for producing artists statewide and on touring programs outside the state
- Strategy – Increase the number of Missouri artists on the MAC Artist Rosters
- Strategy – Communicate with artists regularly to inform them about exhibition, performance, and funding opportunities

Support Quality Art Performance measures:

- Technical assistance funding support
- Number of artists on MAC Artist Rosters
- MAC-funded activities and events held

F. Goal 3 – Strengthen Arts Education

Arts education represents an important part of Missouri Arts Council's overall vision for developing the arts statewide. MAC recognizes that arts education teaches cognitive skills not developed in the traditional classroom, giving students an extra edge by building effective learning styles. MAC working with the Missouri Department of Elementary and Secondary Education (DESE) provides grant and professional development programs, which will strengthen arts education. These programs are designed to strengthen the place of the arts as core academic subject in the regular school curriculum and to promote integrating the arts into non-arts classrooms.

Objective A – Promote arts education in the schools

- Strategy – Collaborate with DESE to support arts curriculum development and programming
- Strategy – Partner with the Missouri Alliance for Arts Education, and the DESE Collaborative to assist in policy decisions and to implement the Fine Arts Assessment

Objective B – Provide professional development opportunities for teachers and artists

- Strategy – Establish partnerships for professional teacher development
- Strategy – Develop models for an integrated arts curriculum

Objective C – Increase number of artists on MAC School Touring Roster

- Strategy – Increase understanding of the role of the artist in the classroom
- Strategy – Develop evaluation tools for the School Touring Program
- Strategy – Increase partnerships among artists, arts organizations and the schools
- Strategy – Facilitate artist residencies in Missouri schools

Objective D – Support arts organizations that provide school-based arts education programs

- Strategy – Utilize existing successful programs developed by major arts organizations to reach students and teachers

Arts Education Performance Measures:

- The number of students benefiting
- The number of schools participating
- The number of artists on the School Touring Roster
- The number of artists participating in the schools

G. Goal 4 – Grow Missouri’s economy

The arts play a major role in growing Missouri’s economy by attracting new businesses to the state, helping to keep existing businesses from leaving the state, attracting tourists to various festivals and cultural events, and contributing to the State’s general economic environment. The for-profit and nonprofit arts organizations support Missouri’s economy by creating jobs; hiring employees and artists (who pay payroll taxes); providing arts business services; and purchasing products and services from the local for profit business community (who also pay state income taxes). Arts organizations also increase public awareness and value by producing creative products (i.e. books, paintings, performances, etc.), which are enjoyed by Missouri citizens. The Missouri Arts Council is dedicated to creating public value by investing in the arts business sector through public funding.

Objective A – Support Missouri Government’s efforts to attract new business

- Strategy – Partner with DED’s Business and Community Services to support the attraction of new businesses
- Strategy – Partner with Chambers of Commerce to attract new businesses to local areas
- Strategy – Partner with DED’s Economic Research Division to provide realistic economic information on the nonprofit arts community
- Strategy – Promote the arts economic impact to key decision makers and Missouri citizens

Objective B – Promote cultural tourism

- Strategy -- Work with the Division of Tourism to promote festivals and cultural events to in-state and out-of-state tourists

Objective C – Recognize arts organizations as businesses

- Strategy – Build an economic database of non-profit arts organizations to show how this community has an economic impact on the state's economy
- Strategy – Help facilitate interaction between businesses and the arts community

Objective D – Strengthen Missouri communities

- Strategy – Work with Legislators, who represent unserved and under-served Districts, to identify opportunities to provide programs and technical services in their Districts
- Strategy – Help communities to strengthen cultural resources through the arts by establishing arts councils or developing community plans
- Strategy – Partner with DED on the Governor's Downtown Revitalization and Economic Assistance for Missouri (DREAM) Initiative
- Strategy – Partner with various organizations to include:
 - Regional Arts Councils
 - Chambers of Commerce in these areas
 - Missouri Association of Community Arts Agencies (MACAA)

Growing Missouri's Economy Performance measures

- Arts organizations operating income and expenses
- Arts organizations and artists job creation
- Arts community salaries and artists' fees and associated tax revenue

H. Actions for Success

This strategic plan will serve as a blueprint for MAC's future success. MAC's staff will work with our Council Members to develop a detailed Action Plan, which will be used for accountability and achievement purposes. Tasks will be identified for each strategy identified above. A general timeframe will be determined and the designated person or organization responsible for completing these tasks will be identified.

Over 400 people provided input towards the development of this Strategic Plan. Due to limited space, they are not listed individually. We sincerely thank those Missouri citizens who contributed to the successful development of this plan.